HSS

# Record and Chronicle

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With all the recent interest in the forthcoming building expansion program, we decided to explore this subject in detail. So we went right to the top! We asked Mr. Broas to share with us his overview of the project and some insights he has about the future.

As you know, the year 1979 has been designated as the year to begin our construction project. By early spring, we will see the first signs of preparation for the construction which will begin in May and conclude in 1981. The first question I directed to Mr. Broas during the interview was why had 1979 been selected? There are many answers to this question. In looking to the future it's interesting to review our past.

The Hospital for Special Surgery moved to its present location in 1955, and since that time we have undergone extraordinary growth and development. In 1956 our surgeons performed 1302 operations, last year we almost tripled that number. All this was done without any change in facilities, certainly an outstanding accomplishment. Recent advances in medical care and techniques along with the efficient performance of our employees have also served to shorten our patients length of stay significantly. This trend has allowed us over the years to continually increase the number and kinds of operations we are able to perform without increasing our bed capacity. Despite all efforts to reorganize existing space, the Hospital has outgrown its original operating suite.

The extraordinary task of implementing a construction project begins early and behind the scenes. As Mr. Broas pointed out, "it takes a tremendous amount of involvement," better than 50% of his time has been devoted to the project. The selection process alone, although very time consuming, has already proven to have been most rewarding. As a result, Mr. Broas has assembled a team of solid professionals to assist in the project. Joining the effort is the architectural firm of Perkins & Will and the construction management group of Turner Construction Company. Additionally the firm of Kallen & Lemelson have been named as our Mechanical Engineers with Severud, Perrone, Sturm & Bandel serving as our Structural Engineers. Considerable time has been spent with these experts in planning, developing and completing the building additions and renovations.

Simultaneously during this phase of the early preparation, the Hospital was also required to validate and certify the need for our project to City and State authorities. A job, Mr. Broas observed as quite exacting and difficult.

When asked of the status of this effort, I was advised that we had been successful in obtaining an early approval of the Certificate of Need. This will allow us to proceed with our plans.

THE PROJECT...

... as described by Mr. Broas will focus upon a three story addition over the driveway and main entrance of our present facility. It will nearly totally enclose the driveway from 70th to 71st streets. The original plan intended that we build out toward the river. This concept changed after careful

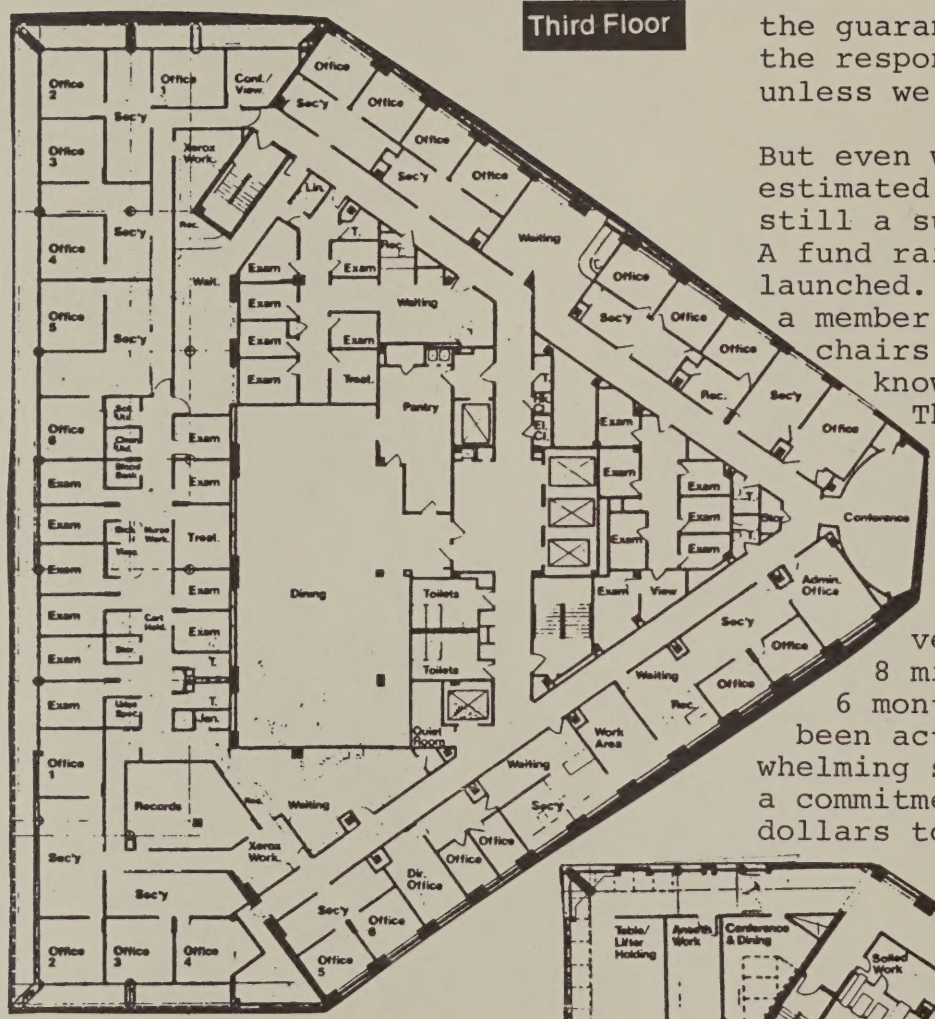
with a new system will provide full air conditioning in patient corridors from the fifth to eighth floors, Hospital's main kitchen and selected other areas.

- The fifth floor will be prepared to serve as the center for mechanical services to the new floors and the replacement systems.

The expansion, when completed, will assure that our patients will continue to receive the best in orthopedic and medical services and provide our employees with greatly improved facilities and working conditions. But while we are "digging for a better HSS," there will undoubtedly be inconveniences. To bring us through, we are counting on our greatest asset, the willing spirit and patience of our employees.

As we will all share in this project, Mr. Broas feels it is important that we also share in the communication of the project developments, and so he plans to meet with employees on all shifts in the very near future.

In closing, Mr. Broas stressed that if we are to meet the challenges of the next two years, we must continue with the support and cooperation that is so typical of the HSS family.




consideration of a number of factors. Upon reviewing the impact that such a plan would have on cost, disruption of services, future expansion and the necessary design specifications for our operating rooms, it was decided to proceed with our present plan.

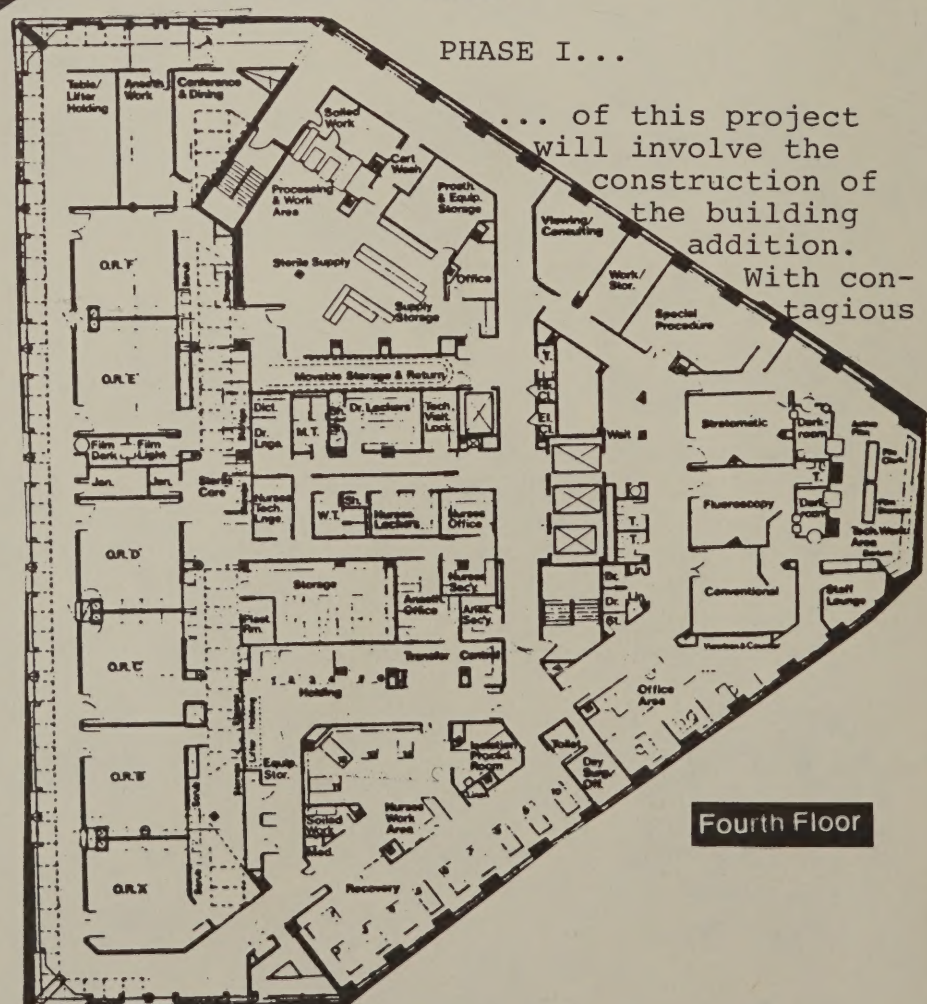
COST...

... of this project is now estimated at 9.3 million dollars. Mr. Broas noted that we will be able to guarantee the figure by electing to enter into a construction management agreement with the Turner Construction Company. It was clarified that this meant that any cost above the guaranteed price would not be the responsibility of the Hospital unless we authorized the increase.

But even with this guarantee, the estimated 9.3 million dollars is still a substantial amount of money. A fund raising effort has been launched. Mr. Charles H. Thieriot, a member of the Board of Managers, chairs this fund raising campaign known as the New Horizon Fund. The firm of Marts and Lundy has been retained to provide professional fund raising management advice. Mr. Tozier Brown, a Senior Vice President with this firm, has developed a campaign to raise 8 million dollars. In the 6 months that the campaign has been active, it has met with overwhelming success. Mr. Broas reported a commitment of almost 3 million dollars to date.

PHASE I...

... of this project will involve the construction of the building addition. With contagious



enthusiasm, Mr. Broas highlighted the architect's floor plans.

The area on the fourth floor is being designed primarily to expand the current operating rooms from three and one-half rooms to six. This addition will enable us to maintain our increased O.R. caseload utilizing the optimum hours of the day. All remodeling work will be phased in stages so as to minimize any interruption to surgical scheduling. Construction will also include a new recovery room located adjacent the the operating rooms. This suite will be expanded from 8 to 15 beds. The renovation will include a supervised six bed pre-operative holding area as well. Mr. Broas explained that he and Mr. Paul Collins, of the Board of Managers who is chairing the Planning Committee, share the philosophy that mutually dependent services should be centrally and contiguously located. In keeping with this, the Central Supply Department will also undergo renovation to meet the needs of the operating and recovery rooms.

In reviewing the overall plans, Mr. Broas pointed out that early alterations would necessitate the removal of the cafeteria windows. However, our architects have reassured him that with creative design techniques and special lighting effects, we will be able to maintain a comfortable and pleasant dining area.

PHASE II...

... will begin approximately May 1980 and will involve the internal renovations necessary to complete the project. Essentially this will require the remodeling of the third floor so as to divide it into patient treatment modules. Each of the four modules would be comprised of physicians offices, examing rooms, treatment rooms and patient waiting areas. In total, this new design will expand 12 physicians offices to 20.

The scope of the third floor renovation will also include a redesign of the office area for Administration and the Nursing Administration.

RADIOLOGICAL FACILITIES

A new radiographic suite for inpatients is slated for construction on the fourth floor. This will allow our current radiology unit on the first floor to be used solely for OPD patients. Mr. Broas indicated that this plan would provide more efficient patient flow and services.

OTHER IMPROVEMENTS...

... resulting from the building project will include the installation of a new elevator service from the basement through the third floor for ambulatory patients. This will divert a considerable amount of traffic from the main bank of elevators.

- In addition, an emergency egress stairwell will be included in the overall modernization plan. It will be built at the south end of the Hospital serving the eighth through first floors.

- Improvements are also planned for the Hospital's air conditioning system. Mr. Broas explained replacement of our existing system

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